

Attachment 1 to
DDS&T-2387-67

COORDINATION OF RESEARCH, DEVELOPMENT AND ENGINEERING (RD&E)

1. OBJECTIVES

- a. Research, development, and engineering (RD&E) of new techniques and equipment for collecting, processing, and evaluating intelligence data is vital to CIA, as is the contribution research and engineering can make to communications and the security of intelligence activities. It is essential that RD&E efforts be responsive to the total needs of CIA and that scientific and engineering advances be promptly exploited to maintain and improve technological advantages wherever possible. Although there has been commendable progress in the development of common and effective R&D programs within the Agency, further improvements are desirable to achieve our objectives. In particular, better coordination of RD&E is necessary to increase our efficiency; preclude duplication in contracts and fragmentation of effort, and otherwise improve over-all Agency performance.
- b. Communication and understanding are inherently difficult whenever a broad spectrum of technology supports widely diverse operational functions such as those of the Agency, and a particular objective is to facilitate communications between those elements of the Agency conducting research and exploratory development, those concerned with development and engineering work directly supporting operational units, and those responsible for operations. Deliberate and conscious efforts must be fostered on the part of all involved with our RD&E to obtain the desired degree of understanding between those engaged in research, development, engineering, and operations.

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c. A procedure is necessary by which Agency RD&E needs can be identified and consolidated into a coordinated plan for RD&E. Monitoring of all proposed and active RD&E programs is required so timely information on the over-all status of RD&E work implementing the plan can be maintained. By centrally coordinating planning, and monitoring, while maintaining decentralized execution of projects, Agency talent may be effectively grouped to exploit expertise in research, and at the same time retain engineering support in close contact with operational elements.

2. PROCEDURES

a. The Deputy Director for Science and Technology is responsible as a staff officer to the Director for coordination of Agency RD&E programs and is authorized to appoint a Special Assistant to aid him in this assignment.

b. Proposed RD&E program plans including cost estimates will be prepared by offices engaged in RD&E activities in accordance with the Agency planning schedule. Before inclusion in Directorate plans, the office proposals will be coordinated and consolidated by the DDS&T into a single, complete Agency RD&E plan. He will seek resolution of areas of duplication among the offices and identify RD&E gaps which may not be recognized by the offices. This complex task will require the full cooperation and assistance of all elements of the Agency and necessitate full access by the DDS&T to complete program needs and details.

c. The DDS&T will convene a meeting of the other Deputy Directors, at least annually, to insure the consistency of the proposed RD&E effort with the Agency's goals and objectives. A further objective of this review by the Deputy Directors will be to develop planning guidance for future RD&E. The plan, together with any Directorate comments will be submitted through the Executive Director-Comptroller to the Director for approval.

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- d. The DDS&T will participate in any reprogramming or replanning which may result from budget actions, shifts in program emphasis, technical breakthroughs, or changes in Agency goals.
- e. In the implementation of the approved RD&E plan by the various offices, the DDS&T will monitor all proposed RD&E procurement and expenditures for the purposes of assuring compatibility with the Agency plan, and to maintain consistent data on the complete RD&E program. If requested by a Deputy Director, any proposed action will be technically reviewed, and all actions requiring the approval of the Director will be technically reviewed. The DDS&T will discuss proposals with the office involved if there are any problems, and recommend appropriate changes or modifications.
- f. The DDS&T will work with the research, development, and engineering organizations to improve the over-all quality of technical effort and promote the use of common administrative procedures and practices among the RD&E elements.

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Attachment 2 to
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8 June 1967

Memorandum of Understanding

1. This memorandum of understanding is concerned only with ORD programs performed specifically in support of TSD.

2. Within the Clandestine Services, R&D matters pertaining to radio communications is the responsibility of COMMO, and all other research and development is the responsibility of TSD. These components are generally concerned with the engineering application of technology to provide needed equipment and techniques.

3. The effectiveness and efficiency of technical support to the Clandestine Services may be improved by more integrated planning and execution of the total R&D program in which TSD and ORD both have a part.

4. ORD will conduct research and exploratory development in response to Clandestine Services requirements: TSD will conduct advanced development and engineering development. This boundary may be altered when it is deemed mutually desirable by the Office Chiefs involved.

5. It is the responsibility of TSD to identify and consolidate the technical needs of the components it supports. In accordance with the broad guidance provided by the Clandestine Services, TSD will establish relative priorities and schedules for technical work and define the requirements for the support which they need from ORD.

6. Whenever ORD support to TSD is envisioned, it is essential that such areas of technical effort be jointly planned and executed in a coordinated manner.

7. To accomplish this, it is the mutual responsibility of the TSD and ORD officers involved to assure that the technical requirements are fully understood and include a parametric description of the envisioned TSD end product. In addition, at the time an ORD

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project specifically in support of a CS requirement is to be initiated or significantly altered, TSD should be appropriately notified of such intended action. Similarly, TSD will promptly inform ORD of any significant changes in their needs so that appropriate adjustments in the ORD program can be made. Any major budget actions or other significant perturbations will be mutually reviewed and, if required, reprogramming will be instituted.

8. ORD will provide TSD with significant reports of work which is being conducted on their behalf and, when appropriate, TSD will attend meetings or demonstrations at contractors' facilities as arranged by the ORD Project Officer, and conversely, *mutatis mutandis*.

9. Because ORD is also conducting R&D on behalf of other Agency customers or of broad general interest, it will be necessary, from time to time, for it to bring to TSD's attention certain accomplishments, "spinoff," etc., of potential interest to the Clandestine Services.

10. In addition to the coordination of the mutual technical effort in terms of the technical fields of interest, a broader overview is desirable and for this purpose, [REDACTED] seminars will be conducted from time to time, but at least annually, which will be directed to the ORD programs and to the TSD needs. 25X1A

11. ORD/TSD joint programs will be reviewed at least quarterly by senior officers of ORD and TSD to insure effective participation and resolve problems.

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[REDACTED]
Chief
Technical Services Division

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ROBERT M. CHAPMAN
Director of Research and Development

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